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ABSTRACT

This book addresses leadership in the academic community, how college presidents and other leaders affect their institutions, and institutional renewal. The book is based on data collected by the Institutional Leadership Project (ILP), a 5-year-longitudinal study of how college and university presidents and other leaders interact and communicate, assess their own and others' effectiveness, establish goals, learn, transmit values, and make sense of the complex and dynamic organizations in which they work. The book is divided into three parts. Part 1 introduces the ideas about leadership that form the basis of the study. Part 2 considers the relationship between presidents and their several constituencies (in particular, the faculty) and how these interactions can promote institutional renewal. Part 3 summarizes some of the concepts illuminated by the study and suggests what can be done to improve institutional leadership. Also appended are four resources. Resource A lists the 32 study institutions that were research sites for the ILP. Resource B includes an example of the interview protocols used in the study, and Resource C contains summaries of some of the ILP data and the relationships between them. Resource D lists publications of the ILP to date and sources for obtaining them. (JB)

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